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9 April 1986  
OCA 86-1109

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NOTE FOR:

FROM Dave Gries

SUBJECT: Executive Development

You asked for comments on  report. I have STAT  
no problem with the conclusions of the report, but wonder if it  
should not also have included a plea for more outside training.  
In my own view, this is where Agency training, and DDO training  
in particular, falls down: we use ourselves to train ourselves,  
which only reinforces the seat-of-the-pants approach to  
management. In some cases, this experience is worth  
propagating; in others it may be harmful.

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What we lack in the DDO is a generally accepted management  
style. Instead, what we have is a range of styles that go all  
the way from micro management by senior officers--the   
 model--to detached, laid back management. Accordingly,  
I would add a sixth point to the conclusions of the report;  
namely, that the DO look outside the Agency, perhaps to business  
schools or elsewhere, to find a few lecturers who can  
indoctrinate promising DO officers on a management style that is  
neither micro management nor macro management.

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Dave Gries

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